

NORTH CAROLINA
MARITIME Strategy

**NC Maritime Strategy
Industry Outreach Action Plan**

**Prepared for the
North Carolina Department of Transportation**

by

**AECOM
in association with URS**

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INDUSTRY OUTREACH ACTION PLAN

This action plan describes the approach to solicit and obtain input from industry stakeholders to support the development of the NC Maritime Strategy.

1 DEFINITION OF INDUSTRY STAKEHOLDER GROUPS

The North Carolina Maritime Strategy scope of work includes ten individual industry stakeholder workshops. These workshops are intended to obtain input from targeted industry groups with specialized expertise and interest in maritime development or goods movement within the state of North Carolina.

Table 1: Maritime Strategy Industry Stakeholder Groups

No	Stakeholder Group	Team Leader	Industry Representation	Format	Potential Advisory Council Participants <i>(see note)</i>
1	Agriculture	Horst	Food producers Agricultural industry groups	Facilitated workshop	Keith Lucas, Carolinas Cotton Cooperative (M) Charles Hall, North Carolina Soybean Producers Association (M) Robert Ford, North Carolina Poultry Federation (M) Larry Wooten, NC Farm Bureau (M) Todd Blackburn, RJ Reynolds
2	Military	Griffin	US military – representatives from each fort / base NCDOT overweight permit coordinator	Group discussion	Elizabeth Austin, North Carolina National Guard Carl Jensen, Marine Corps Installations East Mark Sutherland, Military Growth Task Force of NC Eastern Region
3	Retail / Shippers	Horst	Lowes Costco NC Chamber of Commerce NC Dept of Commerce (site selection / economic development unit) Logistics companies	Facilitated workshop	Mike Mabry, Lowes Peter Reichard, Tryon Capital Jake Cashion, NC Chamber Pat Long, Longistics

No	Stakeholder Group	Team Leader	Industry Representation	Format	Potential Advisory Council Participants <i>(see note)</i>
4	Non Ag Mfg & Commodities	Horst	Paper producers (IP) Textile producers Forest product industry groups Phosphate producers Paper producers Medical products Automotive Aerospace	Facilitated workshop	Vito Ciaccia, International Paper (M) Earl Brinkley, Sr, John Deere (M) Tom Howard, Domtar Michelle Vaught, PCS Phosphate
5	Rail & Trucking / Distribution	Heebner	Class I railroads Short line railroads NCRR Trucking companies Trucking industry groups	Group discussion	Russell Smiley, Aberdeen, Carolina & Western Railroad (M) Curtis Struyk, TMX Shipping Jim Van Durzee, CSX Mike McClellan, Norfolk Southern John Atkins, NCRR
6	Special Zones	Vandenberg / Demers	Global TransPark Free Trade Zones NC Dept of Commerce NC State / 7 Portals Study Logistics companies	Group discussion	Barbara Mulkey, Mulkey (M) Joy Bhadury, UNCG Pat Long, Longistics John McCallister, NC Chamber Dee Blackwell, Western Piedmont Council of Govts David Powell, Piedmont Triad Partnership Dan Danieleley, Burlington-Alamance Regional Airport
7	Shipping Lines	Agrawal	MSC Maersk Stevens Towing NCSPA	Group discussion	Paul Hargett, Mediterranean Shipping Company (M) Glenn Carlson, NCSPA
8	Special Interest	Vandenberg	Save the Cape No Port Southport NC Tourism YesPort NC	Individual listening session with each group	NA

No	Stakeholder Group	Team Leader	Industry Representation	Format	Potential Advisory Council Participants <i>(see note)</i>
10	Environmental & Regulatory	Mack	US Army Corps of Engineers NC Department of Coastal Resources NC DENR Climate Change Initiative	Individual meetings or telephone interviews with each stakeholder	NA
11	Nuclear Facilities	McFalls	Progress (Duke) Energy Nuclear Regulatory Commission	Individual meetings or telephone interviews with each stakeholder	NA
12	Planning	Griffin	Metropolitan Planning Organizations	Individual meetings or telephone interviews with selected stakeholders	NA
13	Economic Development	McFalls	Regional Economic Development Commissions Chambers of Commerce	Individual meetings or telephone interviews with selected stakeholders	NA

Note: (M) indicates that this Advisory Council member has expressed a willingness and interest in moderating stakeholder workshops

2 WORKSHOP PARTICIPATION

2.1 Advisory Council moderators

Several members of the Maritime Advisory Council (AC) have expressed willingness and interest to serve as moderator of upcoming industry workshops. The Maritime Study Team project manager, working in coordination with the stakeholder coordination manager, will make initial contact with proposed AC moderator to confirm his or her participation. The AC moderator will support the identification of proposed workshop participants.

2.2 Team Leaders

Each industry stakeholder workshop is assigned one or more team leaders from the Maritime Study Team. Designated team leaders (see table 1) will work with the AC moderator to outreach to proposed industry participants.

2.3 Industry participants

Industry representation at each stakeholder workshop will be defined through collaboration of the AC moderator and the team leader. Ideally, participants will represent a cross-section of the targeted industry stakeholder group.

2.4 Maritime Study Team and NCDOT

The Maritime Study Team project manager, the NCDOT staff liaison, and the NCDOT project manager will be notified of and invited to all industry workshops. Other discipline leads may also participate in the industry workshops, as appropriate.

3 WORKSHOP PREPARATION

3.1 Background Documentation

Team leaders will be provided with talking points to guide discussion (see Appendix). This will assure consistent messaging across workshops.

3.2 Interview Guides

While the industry workshops are intended to encourage interactive discussion, an interview guide will be prepared for each to define the information sought from each targeted industry group. Detailed questions within interview guides will be organized into three or four major topics to frame interactive discussion during the workshops. During the workshops, team leaders and Advisory Council moderators will use the interview guides to keep the discussion on topic. Preliminary interview guides are presented in the appendices. Guides will be finalized by team leaders in collaboration with the Maritime Study project manager, stakeholder coordination manager, and discipline leads.

3.3 Scheduling

The date, time, and location of industry stakeholder workshops will be defined by the team leaders in coordination with Advisory Council moderators and other key stakeholder participants. Meetings may be held in the offices of one of the stakeholders or at AECOM, URS, or NCDOT offices. The workshops will not be public meetings so need not be publicly noticed.

4 WORKSHOP FORMAT

4.1 General Format

Workshops will be conducted in a manner to maximize discussion and input from industry stakeholders. Round, square, or u-shaped tables will be used. For larger groups, flipcharts may be used to capture group ideas and discussion. PowerPoint presentations are discouraged.

Workshops durations will typically be two hours. At the request of industry representatives or guidance by Advisory Council moderators/participants, these may be extended to up to four hours.

4.2 Agenda

The typical workshop agenda will include:

- Overview of NC Maritime Strategy scope and objectives (presented by team leader from talking points)
- Discussion topics (3 to 4 topics from interview guide)
- Reference documents or source data
- Wrap-Up: key issues identified by workshop discussion

4.3 Meeting Facilitation

Smaller meetings will be facilitated by the team leader with support from the Advisory Council moderator. Larger meetings may be more appropriately facilitated by an independent facilitator. Team leaders will coordinate with Garold Smith of Eydo to provide a facilitator if needed.

5 TIMELINE

Industry workshops will be conducted during the months of June through October. The study team has committed to completing “several” workshops in advance of the July 11, 2011 Advisory Council meeting. General timing of the workshops is presented in Table 2. Workshops are prioritized as follows: (T1) Tier 1: key early workshop to support identification of key market opportunities and issues to be addressed in data collection and analysis; and (T2) Tier 2: corroborating information or feedback needed.

Table 2: Workshop Timing

#	Stakeholder Group	Priority	Schedule
1	Agriculture	T1	July 2011
2	Military	T1	September 2011
3	Retail / Shippers	T1	June 2011
4	Non Ag Mfg & Commodities	T1	August 2011
5	Rail, Trucking & Distribution	T1	July 21, 2011
6	Special Zones	T2	September 2011
7	Shipping Lines	T1	August/September 2011
8	USACE / NC Department of Coastal Resources / NC DENR Climate Change Initiative	T1	July & August 2011
9	Progress Energy / Nuclear Regulatory Commission	T2	September / October 2011
10.1	Special Interest: Save the Cape	T1	June 13, 2011
10.2	Special Interest: NoPort Southport	T1	June 13, 2011
10.3	Special Interest: NC Tourism	T2	September / October 2011
10.4	Special Interest: YesPort NC	T2	July 2011
11	Progress Energy / NRC	T2	September / October 2011
12	Metropolitan Planning Organizations	T2	August / September 2011
13	Economic Development Commissions / Chambers of Commerce	T2	September / October 2011

6 MEETING SUMMARIES

Following each industry stakeholder meeting or workshop, the team leader(s) will document the meeting discussion to include:

- Meeting place and time
- Participants
- Record of discussion, including responses to interview guide questions
- References and information provided
- Recommended follow-up actions

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APPENDIX A – MARITIME STRATEGY TALKING POINTS

1. The *North Carolina Maritime Strategy* is being developed to connect maritime goods and economic development in North Carolina. The focus will be on the following:
 - Facilitating collaboration of freight transportation, economic development and community interests as input to the statewide strategy.
 - Defining North Carolina's economic context and maritime market positioning strategies that would offer the greatest economic benefit to the State.
 - Identifying infrastructure investments and policies that would most significantly enhance North Carolina's economy through improved performance of the State's maritime gateways and related trade corridors.
2. The *North Carolina Maritime Strategy* will evaluate the current and future role the maritime industry plays in sustaining North Carolina's efforts to create jobs and strengthen the economy across the State. As the expansion of the Panama Canal nears its scheduled 2014 completion, the U.S. recognizes the increasing importance of exports to national and regional economic growth – so the State of North Carolina is responding accordingly.
3. Initiated by the Governor's Logistics Task Force (GLTF), the *North Carolina Maritime Strategy* will take a fresh look at North Carolina's maritime assets and the needs for improvement to ensure that our State remains competitive in the future. A *Maritime Strategy Executive Team* has been formed to oversee this process, evaluate the results and provide an objective technical and economic analysis.

The *Executive Team* includes the Lieutenant Governor, the Governor's Senior Advisor, Secretary of Transportation, Secretary of Commerce, and Secretary of the Environment and Natural Resources. An *Advisory Council* will be comprised of State officials and staff, along with industry representatives from ocean shipping, trucking, rail and manufacturing interests, as well as community-at-large representatives.

4. Broad-based stakeholder outreach is key to successful development of the statewide *Maritime Strategy*. A comprehensive and ongoing public involvement program will engage the public, agencies and others through a series of informational meetings, public workshops and focused discussions with industry, as well as environmental and community groups.
5. The *North Carolina Maritime Strategy* will define maritime market scenarios in which the State could realize economic and public benefit. Opportunities to be explored will include those associated with import and export of containerized cargo, as well as the potential for expanded bulk, breakbulk, petrochemical and military cargos. Special emphasis will be made to link potential market positions with industry in the State. The range of market position alternatives to be investigated may include regional transshipment of goods, container-on-barge service and major international container terminal operations.
6. For each viable market scenario, the *Strategy* will define its infrastructure needs. Transportation investments to be examined may include reconfiguration or modernization of existing port facilities, new terminal developments, wharf and channel improvements, road and rail connections, and inland intermodal facilities. A comparative analysis of development alternatives will be conducted to measure the relative benefits, effectiveness and costs associated with various alternatives for market positions and associated infrastructure.

APPENDIX B.1 – INTERVIEW GUIDE, AGRICULTURE

Location

Where are primary agriculture production locations in North Carolina?
tobacco, soybeans, cotton, sweet potatoes, poultry, pork, other

What other hubs or facilities are important to your product delivery?
e.g. scales, elevators, distribution/packaging centers

Volume

How much of your product is exported?

Where are your primary export markets? Where do you see opportunities for export growth?

What trends do you see in the global demand for your product?
e.g. growth, emerging markets, delivery method, other needs?

Distribution

What ports do you use for export?

What are key factors in this decision? (capacity, reliability, rail/road access, time to market, water depth, special handling?)

How are products delivered to port?
Bulk, breakbulk, container? ISO or domestic container?
Truck, rail, barge? Refrigerated?

Do you see opportunities to use alternative modes that would increase your efficiency or export market area?

What routes do you use to get to your port of export?
How long does it take?
What major transportation bottlenecks do you see?
Can you mark these routes and bottlenecks on a map?

Are there intermediate handling requirements (e.g. transshipment)?
Where is this done? How long does that take?

How much does it cost for you to get your product to market? Can you provide a transportation cost breakdown by mode or distance?

How critical is time to market?

Additional data and input

Is there source data (e.g. USDA) that you recommend for production and export statistics?

Are there specific transportation improvements or policies that would facilitate your product delivery?

What other information should we incorporate into our analysis?

APPENDIX B.2 – INTERVIEW GUIDE, MILITARY

Location

Which NC military facilities have a need for waterborne import/ export of equipment and supplies?

What role do NC ports play as “Strategic Seaports”?

Volume and types of goods moved

What equipment and materiel is moved into and out of regional military facilities? What ports are used?

How are berths and cranes at MOTSU used vs. facilities at commercial ports?

Connections

How often do you receive rail shipments to MOTSU? To your other facilities?

Are military equipment and supplies transferred to/from ports primarily by truck or by rail?

Additional data and input

What restrictions, if any, are placed on strategic ports to assure that port facilities are available to military units when needed?

APPENDIX B.3 – INTERVIEW GUIDE, RETAIL / SHIPPERS

Location

Where are your primary warehousing / distribution / retail centers in and around North Carolina?

What other hubs or facilities are important to your product delivery?
e.g. scales, intermodal facilities, distribution/packaging centers

Volume

How much of your product is imported / exported?

Where are your primary import / export markets? Where do you see opportunities for growth?

What trends do you see in the global demand for your product?
e.g. growth, emerging markets, delivery method, other needs?

Distribution

How important is waterborne transportation to your business?

Which ports do you use for import / export? What are key factors in this decision? (capacity, reliability, rail/road access, time to market, water depth, special handling?)

How are products delivered to / from port? Breakbulk, container? ISO or domestic container?
Truck, rail, barge?

Do you see opportunities to use alternative modes that would increase your efficiency or export market area?

What routes do you use to get to your port of import / export?
How long does it take? What major transportation bottlenecks do you see?
How critical is time to market? Can you mark routes and bottlenecks on a map?

Are there intermediate handling requirements (e.g. transshipment)?
Where is this done? How long does that take?

How much does it cost for you to get your product to market? Can you provide breakdown by mode or distance?

Would there be any value to you to partner with another importer / exporter, i.e. one company exports goods abroad, the other imports goods via same carrier, utilizing a full trip both ways.

Additional data and input

Are there specific transportation improvements or policies that would facilitate your product delivery?

Are you aware of any tax advantages that may be available to North Carolina shippers using North Carolina ports?

What other information should we incorporate into our analysis?

APPENDIX B.4 – INTERVIEW GUIDE, NON-AGRICULTURE MANUFACTURING & COMMODITIES

Location

Where are the primary manufacturing and production centers in and around North Carolina?

What other hubs or facilities are important to your product delivery?
e.g. scales, elevators, distribution/packaging centers

Volume

How much of your product is imported / exported?

Where are your primary import / export markets? Where do you see opportunities for import / export growth?

What trends do you see in the global demand for your product?
e.g. growth, emerging markets, delivery method, other needs?

Distribution

What ports do you use for import / export?

What are key factors in this decision? (capacity, reliability, rail/road access, time to market, water depth, special handling?)

How are products delivered to / from port?
Breakbulk, container? ISO or domestic container?
Truck, rail, barge?

Do you see opportunities to use alternative modes that would increase your efficiency or export market area?

What routes do you use to get to your port of import / export?
How long does it take?
What major transportation bottlenecks do you see?
Can you mark these routes and bottlenecks on a map?

Are there intermediate handling requirements (e.g. transshipment)?
Where is this done? How long does that take?

How much does it cost for you to get your product to market? Can you provide breakdown by mode or distance?

Additional data and input

Is there source data that you recommend for import / export statistics?

Are there specific transportation improvements or policies that would facilitate your product delivery?

What other information should we incorporate into our analysis?

APPENDIX B.5 – INTERVIEW GUIDE, RAIL, TRUCKING & DISTRIBUTION

Location

Where are your primary routes and facilities in and around North Carolina?

What other hubs or facilities are important your transportation services?
e.g. scales, elevators, distribution/packaging centers

Volume

What are your busiest centers and routes?
Frequency of service?
Number of containers handled?
Tons handled?

What trends do you see in the demand for your services?
e.g. growth, emerging markets, delivery method, other needs?

Distribution

What service do you provide to Wilmington? To Morehead City?

How are products delivered to / from port?
Bulk, breakbulk, container? ISO or domestic container? Refrigerated?

What routes do you use to get to the ports?
How long does it take?
What major transportation bottlenecks and constraints do you see?
Can you mark these routes and bottlenecks on a map?

What is the condition of rail access to Wilmington? To Morehead City? To MOTSU?

What proposed improvements to highway or rail access to NC ports (underway or proposed) are of greatest interest to you? To other regional ports? What additional improvements should be considered?

How much does do you charge to deliver product to NC ports? Can you provide a cost estimate by distance or volume?

Additional data and input

Is there source data that you recommend for import / export statistics?

Are there specific transportation improvements or policies that would improve the ability to provide cost-effective transportation services within North Carolina or to NC ports?

How can alliances or cooperation among shippers improve the effective transport of goods in North Carolina?

What other information should we incorporate into our analysis?

APPENDIX B.6 – INTERVIEW GUIDE, SPECIAL ZONES

Location

Where are your primary warehousing / distribution / retail centers in and around North Carolina?

What other hubs or facilities are important to goods handling and delivery?
e.g. scales, intermodal facilities, distribution/packaging centers

Volume

What volumes of goods handled at various facilities are imported or exported through regional ports?

What trends do you see in the global demand for transportation services?
e.g. growth, emerging markets, delivery method, other needs?

Handling and distribution

How important is waterborne transportation to your business?

To / from which ports do goods using your facility arrive / depart? What are key factors in this decision? (capacity, reliability, rail/road access, time to market, water depth, special handling?)

How are products delivered to / from port? Breakbulk, container? ISO or domestic container?
Truck, rail, barge?

Do you see opportunities to use alternative modes that would increase your ability to efficiently attract shippers?

What routes are used to get to port(s) of import / export?
How long does it take? What major transportation bottlenecks do you see?
How critical is time to market? Can you mark routes and bottlenecks on a map?

What value-added services are provided to shippers?
Where is this done? How long does that take? How much does it cost?

Do you see untapped opportunities for synergy across imports and exports that would balance import / export volumes, i.e. one company exports goods abroad, the other imports goods via the same carrier, utilizing a full trip both ways?

Additional data and input

Are there specific transportation improvements or policies that would facilitate goods movement?

Are you aware of any tax advantages that may be available to North Carolina shippers using North Carolina ports?

How can NC ports better partner with foreign trade zones? With inland logistics centers?

What other information should we incorporate into our analysis?

APPENDIX B.7 – INTERVIEW GUIDE, SHIPPING LINES

Routes

What are your ports of call on the US East Coast?

What are primary origins / destinations for US East Coast cargo?

Can you provide maps of your shipping routes?

What is the distance / time to deep water at your ports of call (by location)?

What restrictions do you encounter en route to those ports (e.g. main channel depth, depth at berth, air draft, tide, turning basin, other)?

What opportunities do you see for short-sea shipping or greater use of inland waterways in and around North Carolina?

What trends do you see in the global cargo patterns?

e.g. emerging markets, major gateways, transshipment?

How will the Panama Canal expansion affect your shipping routes?

Service and volume

How many calls do you make to US East Coast ports?

Wilmington, Morehead City, Norfolk, Savannah, Charleston, Jacksonville, other?

What is the primary vessel class used? How is this expected to change in the future? What vessels do you have in service? On order?

What is the typical dwell time at port? How long does it take to reach deep water?

What are the factors that limit your use of NC ports? Water depth, capacity, cost, time (in water, at dock), landside access?

Are ports' future expansion plans important to your call decision? Which plans are of greatest interest to you?

How do regional ports market their service and capacity to you?

Additional data and input

Is there source data that you recommend for import / export statistics?

Are there specific transportation improvements or policies that would improve the ability to provide cost-effective service to NC ports?

What other information should we incorporate into our analysis?

APPENDIX B.8 – INTERVIEW GUIDE, USACE & NC DEPARTMENT OF COASTAL RESOURCES

Dredging

What dredging challenges exist along Cape Fear River to Wilmington? Through Beaufort Inlet to Morehead City?

What are plans to maintain Cape Fear channel to permitted width?

What and where are existing permitted dredge material disposal sites to support maintenance dredging along Cape Fear? What and where are future disposal sites? Are there options for beneficial use?

What dredging alternatives are under evaluation by USACE at NC ports? Cape Fear to Wilmington? Beaufort Inlet?

What are the estimated costs for dredging for existing and alternatives?

What is the permitting status of potential PCS terminal expansion at Morehead City, which would require new wharf and dredging along Calico Creek – including removal of fill at south side of Marsh Island to maintain channel width and access to the yacht basin.

What are average annual maintenance volumes, disposal sites, and costs at Cape Fear and at Beaufort?

Environment

What are the environmental impacts and concerns dredging along Cape Fear? Beaufort Inlet?

Are there any known issues with contaminated sediments in existing/proposed dredge areas? What are habitat impacts?

What dynamic studies have been done to evaluate impacts of dredging on nearby land masses? What approaches are in place or proposed to control shoaling / erosion at Cape Fear?

How would the proposed Cape Fear dredging impact the aquifer? How could this be mitigated?

What are storm surge concerns at Cape Fear? At Beaufort Inlet?

Navigation channel

What are issues related to S Turn at Cape Fear Inlet?

Would USACE consider reopening of “New Inlet” to Cape Fear River? What issues would need to be addressed?

East Coast channel and dredging projects

What is the status of various proposed channel and dredging projects on the East Coast? Charleston, Savannah, JAXPort?

What is status of the proposed study to assess East Coast ports’ ability to handle neo-Panamax

vessels and to examine key variables driving port choice following Panama Canal expansion?

Additional data and input

What data is available and which agencies have the best available data of the following:

- A. Bathymetry (i.e., hydrographic surveys, soundings, depths, etc.)?
- B. Topography of adjacent existing and proposed port facilities?
- C. Authorized navigation channel boundaries?

What other information should we consider in our analysis?

APPENDIX B.9 – INTERVIEW GUIDE, PROGRESS ENERGY & NUCLEAR REGULATORY COMMISSION

Location

What constraints and limitations exist for development around the Brunswick Nuclear Plant in Southport?

Do you have specific concerns about the proposed NCIT development?

Access

How are shipments made (truck and rail) to/from the Brunswick plant?

Would improved access to waterside transport to NC facilities be of value?

Additional data and input

Are there other references, standards, or reports that we should consider in our evaluation of alternatives?

APPENDIX B.10 – INTERVIEW GUIDE, SPECIAL INTEREST GROUPS

Meetings with special interest groups will be listening sessions, allowing the study team to obtain input for consideration in development of the Maritime Strategy.

General

What are your concerns or issues?

Additional data and input

What additional source information do you suggest that we review for possible incorporation into our analysis?

APPENDIX B.11 – INTERVIEW GUIDE, METROPOLITAN PLANNING ORGANIZATIONS

Meetings with MPOs will be conducted as one-on-one in-person or as telephone interviews to identify freight-related concerns within targeted regions.

Regional Goods Movement

Can you identify the primary nodes (hubs) of freight transportation in your region?
Transportation modes include air, rail, highway, and marine, as applicable.

Can you identify the current primary (top three) export products from your region? And what are the destinations for those products? Using what modes?

Can you identify the current primary (top three) Import products from your area/division/region?
And where those products are coming from? Using what modes?

How do these products currently move through the region? Are these goods movement patterns anticipated to change in the future? If so, how?

What do you see as the primary obstacle to economic development in your region?

Transportation Needs and Priorities

What highway or rail projects have been identified in your region (programmed or planned) that would benefit goods movement? Are these projects funded? When are they proposed to be constructed?

Additional data and input

What additional source information do you suggest that we review for possible incorporation into our analysis?

APPENDIX B.12 – INTERVIEW GUIDE, ECONOMIC DEVELOPMENT

Meetings with Economic Development Commissions and Chambers of Commerce will be conducted as one-on-one in-person or telephone interviews to identify freight-related economic concerns within targeted regions.

General

What do you see as the primary obstacle to economic development in your region?

What are your biggest issues, concerns, or objectives for port-related or freight-related development?

Economic Drivers

Can you identify the current primary (top three) export products from your region? And what are the destinations for those products?

Can you identify the current primary (top three) import products from your area/division/region? And where those products are coming from?

Who are your largest employers?

What are your primary industries?

Transportation Needs and Priorities

What highway, rail, or port-related projects have been identified in your region (programmed or planned) that would benefit goods movement? Are these projects funded? When are they proposed to be constructed?

Additional data and input

What additional source information do you suggest that we review for possible incorporation into our analysis?